

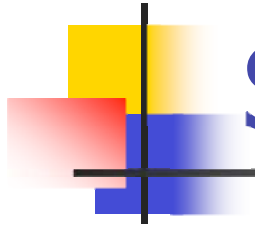
# C-5 JOURNEY INTO LEAN Workforce Aspects

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# We did it!

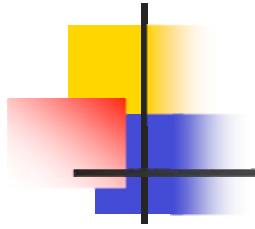




## Some C-5 Mechanics Views

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- Lean has put things (tools, supplies, parts) at my finger tips
- We have become more efficient
- Work environment has improved
- Support staff (schedulers, planners, parts procurement) lagging behind
- Not enough follow-up after lean events, nor requests for further input



# Labor Relations Background

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- Main union is AFGE  
9,000 workers; 2,600 members
- Collective bargaining is nationwide  
Air Force Materiel Command (10 locals); some local bargaining
- Past labor relations more adversarial than cooperative  
rising number of grievances and EOE complaints
- Human resources and labor relations become priorities  
Gen. Wetekam's 2002 and 2003 State of the Center Address



# Current Climate

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## Is improving

- 2003 Partnership agreements with union
  - grievances down 46%
  - 70% solved in mediation
  - near all UFL complaints solved internally
- Diversity council and training
  - EOE complaints down 40%

## But...

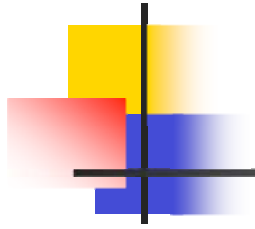
- Affected by broader concerns over privatization, BRAC, federal personnel rules reform



# The Role of the Union in Lean

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- Informal agreement
  - Union rep in lean office
  - Part-time union points-of-contact
- The points-of-contact participate in lean events and assess impact on work conditions
  - However, their role varies from program to program
- Issues raised
  - Work in cells leads some workers to lose skills certification
  - Promotions to lean change positions
  - Other examples include shift and job description changes



## To Conclude...

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- Must address skills certification issue
- Lean training would make union points-of-contact more effective partners
- More training and opportunities for continued input from workers would help sustain lean